

## NCDOT Organization Realignment Details

As noted in the reorganization memorandum, a key component of this plan is alignment of NCDOT business units along strategic functional lines. A strategically aligned organization will improve the way transportation services are delivered to North Carolinians.

Specific details can be found below concerning the individual business units that are affected by the reorganization. It is important to note that this reorganization will be accomplished by moving or reallocating existing positions rather than creating new ones. Vacant and filled positions may be reassigned as needed to fulfill the requirements of the Department's realignment. A detailed position reassignment plan is being developed and will be shared with the affected business unit(s) at the appropriate time.

**Organization Monitoring, Communication & Control** - Purpose: Responsible for overseeing and evaluating the day-to-day operations of the Department to ensure optimal efficiency, effectiveness and accountability. Specific details include:

- **Chief Operating Officer** (Currently the Chief Deputy Secretary) – The Chief Operating Officer is responsible for leading, overseeing and managing all departmental operations.
- **Strategic Management Committee** – A Strategic Management Committee responsible for developing the strategic direction for the Department is being established. This committee will be chaired by the Chief Operating Officer with direct support from the Organizational Governance Office. Committee members include the Deputy Secretary for Intergovernmental Affairs and Budget Coordination, Chief Financial Officer, Deputy Secretary for Administration and Business Development, Human Resources Director, Director of Technical Services, Chief Information Officer, Deputy Secretary for Transit, State Highway Administrator, Communications Director and Commissioner of Motor Vehicles. The Strategic Management Committee will initially meet bi-weekly to ensure the organizational transition.
- **Organizational Governance Office** - The Governance Office is being established to provide oversight of the implementation of strategic initiatives approved by the Strategic Management Committee. This oversight will be accomplished through the active involvement, monitoring and reporting of delivery status to the Strategic Management Committee. Strategic initiatives in the area of Leadership Development, Talent Strategy and Information Technology are three known areas that will be reviewed by the Strategic Management Committee. This office will report to the Chief Operating Officer.
- **Office of the Inspector General** – The Inspector General will report directly to the Secretary of Transportation and will be responsible for ensuring that the Department's risk management plan, internal controls, policies and procedures are adequate and functioning in a manner that is compliant with policies, procedures, laws and regulations. This office will replace the current audit structure within the Department that is not only segmented, but has insufficient audit coverage and scope. This newly created office encompasses not only the audit of internal and external financial information and processes but also information technology, organizational performance, Disadvantaged Business Enterprise compliance, fraud and waste investigations and contract bid monitoring and analysis.

The Office of Inspector General will be structured into three operating units:

- ***Financial and Organizational Performance Audit*** – This office will be responsible for internal financial and compliance audits, information technology audits and organizational performance. The following units are being transferred and consolidated to form this office:
  - The Internal Audit Section is being transferred from the Deputy Secretary for Administration and Business Development to the Office of Inspector General;
  - Four positions are being transferred from the Information Technology Division to the Office of Inspector General and will be responsible for managing IT audits and personal computer forensics and investigations; and
  - Three positions are being transferred from Productivity Services to the Office of Inspector General to manage organizational performance audits.
- ***External Audit*** – The External Audit Branch is being transferred from the Financial Management Division to the Office of Inspector General. They will continue to manage single audit compliance, consultant, railroad, utility and Disadvantaged Business Enterprise compliance audits. To support Disadvantaged Business Enterprise compliance audits, four Disadvantaged Business Enterprise compliance positions are being transferred from the Office of Civil Rights and Business Development.
- ***Investigations*** – Six positions are being transferred from the External Audit Branch to the Office of Inspector General to manage fraud investigations, waste investigations and bid monitoring functions for the Department.

**Transportation Strategy & Investment Analysis** - Purpose: Develop, monitor and manage strategic plans and investment alternatives based on the long range multi-modal transportation needs of the state. Specific details include:

- ***Strategic Planning Office of Transportation*** – The Strategic Planning Office of Transportation will manage the strategic planning and prioritization process for the Department. Using the Department's new mission and goals as a baseline, the Strategic Planning Office will implement a recently developed framework designed to evaluate and prioritize transportation programs, projects, services and initiatives. This evaluation will ultimately lead to the development of investment scenarios that define outcome-based, long-range multi-modal transportation solutions for the citizens of North Carolina. This office will also work with state and departmental leaders at the appropriate time to recommend revisions to the Department's mission and goals to meet the future long range goals of the Department. Two positions were transferred from the Transportation Planning Branch to staff this office.
- ***Transportation Planning Division*** – The Transportation Planning Branch is being transferred from Preconstruction to the Deputy Secretary for Intergovernmental Affairs and Budget Coordination. This move facilitates the alignment of strategic and statewide multi-modal planning functions under the same management structure. The Department will be more efficient by aligning the Department's long-range multi-modal transportation plan with the

transportation planning services being provided to municipalities, counties, regions, MPOs and RPOs.

- ***Policy and Procedure Administration Division*** – The Policy and Procedure Administration Office is being established to develop and maintain an electronic library of policies, procedures, manuals, guidelines and standards documents. This office will also manage the process by which these documents are posted, monitored for currency, updated, reviewed and revised. Centralization of these documents will provide both internal and external access to policies that are often located in the office of origination, making them difficult to find. Centralization of these documents will improve efficiency and communication.
- ***Innovative Financing*** – This office is being created to manage the innovative financing needs for the 21<sup>st</sup> Century Department of Transportation. This office will have the fiduciary responsibility for negotiating and managing alternative financing instruments such as Public Private Partnerships (PPP); debt instruments (such as GARVEE bonds); targeted, new fee structures (hot lanes/variable pricing), and municipal financial partnerships.

**Transportation Business Administration** - Purpose: Provide day-to-day business administration and supportive service functions.

- ***Civil Rights / EEO*** – The Department is consolidating civil rights functions into a single office reporting to the Deputy Secretary for Administration and Business Development. This office will be responsible for providing comprehensive nondiscrimination and equal opportunity oversight throughout the Department. The following units are being transferred and consolidated to form this office:
  - The Human Resources EEO office is being transferred from the Human Resources Director to the Deputy Secretary for Administration and Business Development to provide Title VII management and oversight.
  - The Title VI Administration unit and one Disadvantaged Business Enterprise compliance position will continue to provide Title VI management and oversight.
- ***Business Opportunity and Workforce Development*** – The Department is consolidating the Office of Civil Rights Business Development Unit and the Contractual Services On-The-Job Training Unit to provide comprehensive business opportunity and workforce development services under the same management structure reporting to the Deputy Secretary for Administration and Business Development. These functions are vitally important to the Department's commitment to increase business opportunities for small, disadvantaged, minority, and women business enterprises.
- ***Division of Safety and Risk Assessment*** – The Division of Highways Safety and Loss Control Unit is being transferred to the Deputy Secretary for Administration and Business Development. This unit will be consolidated with the Management Assessment Unit to provide comprehensive safety and security oversight for all departmental employees and facilities.

- ***Talent Management*** – The Department is creating a Talent Management Unit within the Human Resources Department. This unit will be responsible for implementing a formal talent management strategy that is consistent with the Department’s mission and goals. This talent strategy will infuse DOT with employees to fulfill long-term organizational requirements with emphasis on leadership development.

**Process Management** - Purpose: Provide enterprise technical and administrative services that improve delivery of the projects, programs, services and initiatives being managed by NCDOT.

- ***Technical Services*** – The Department is consolidating several units to provide a more efficient and accountable delivery processes. The objective is to minimize the amount of time business units spend in the administration of project delivery so they can focus on technical delivery of their core business functions. This group will report to the Chief Operating Officer as they will support the multi-modal delivery functions of NCDOT. This Division will chair the Bid Review, Goal Compliance, American Council of Engineering Companies and Associated General Contractors committees. This Division will also chair a committee to manage the Department’s bidders list.

This Division will consist of the following functions.

- ***Contract Standards and Administration Division*** – This office will provide contracting standards and administration across all modal-divisions, eliminating similar functions throughout the Department. This will standardize the development, advertisement, evaluation and selection of transportation contracts throughout the Department. The following units are being transferred to the Division of Technical Services and consolidated to form this office.
  - Project Services Contract Office is being transferred from the Director of Preconstruction;
  - Alternative Delivery Unit Alternative Contracts section is being transferred from the Director of Preconstruction;
  - Agreements Unit is being transferred from the Chief Financial Officer; and
  - The Information Technology Computer Operations (document reproduction staff) will be transferred from the Chief Information Officer.
- ***Transportation Program Management Division*** – This office will be responsible for providing comprehensive program and project management services for multi-modal transportation projects statewide. Services include:
  - Dedicated project management (Project Executives) – This includes day-to-day project management functions for strategic transportation projects;
  - Program oversight – This includes project management oversight and reporting capabilities for major transportation programs; and



- Business Systems Management – This includes the management of the executive dashboard development and maintenance, performance metric management, project schedule management and reporting services.

The following units are being transferred to the Division of Technical Services and consolidated to form this office.

- Scheduling Unit, including the Project STaRS management and maintenance, is being transferred from the Program Development Branch;
  - ADU Design Build section is being transferred from the Director of Preconstruction;
  - Enhancement Unit is being transferred from the Financial Management Division;
  - Research and Development Unit is being transferred from the Director of Preconstruction (Transportation Planning Branch); and
  - The Alternative Delivery New Products Evaluation and Recycling Unit is being transferred from the Director of Preconstruction.
- ***Quality Enhancement Division*** – The following units are being transferred to the Division of Technical Services and consolidated to form this office.
- Office of Environmental Quality is being transferred from the Deputy Secretary for Intergovernmental Affairs and Budget Coordination;
  - Alternative Delivery Value Engineering Unit is being transferred from the Director of Preconstruction; and
  - Productivity Services unit is being transferred from the Chief Financial Officer.

This Quality Enhancement Division will be responsible for managing value management functions along three distinct functions:

- Transportation Project Value Management – This includes, but is not limited to Value Engineering Studies, Value Engineering Change Processes, Resource Conservation, Constructability Reviews and Post Build Assessments;
- Process Improvement - This unit will work with the Governance Office and Office of Inspector General to formalize the Department's on-going continuous process improvement program. The Process Improvement Unit will facilitate the development and implementation of initiatives approved by the Strategic Management Committee; and

- Research Evaluation and Implementation - This unit will be responsible for Market Research, New Product and Process Evaluation and Innovative Construction Practice studies.
- ***Contractual Services Division*** – The Business and Contractual Management is being transferred to the Technical Services Divisions. The Unified Certification Program section is being transferred to the Business and Contractual Management Division where it will be integrated into this office. This consolidation will provide a single point of contact for transportation contractors, sub-contractors and professional services firms doing business with the Department. This group will manage the Department’s certification, prequalification and contractor utilization functions.
- ***Professional Services Management Division*** – Every unit throughout the Department that manages professional services contracts will be affected. This change will provide efficiencies in the way professional services contracts are managed across all modal-divisions. This unit will be responsible for the standardization of the following professional services functions:
  - Acquisition
  - Contracting process, including alternative contracting approaches
  - Vendor performance evaluation and rating
  - Vendor workload tracking
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- ***Photogrammetry Division*** – The Preconstruction/Photogrammetry Unit is being transferred to the Division of Technical Services. This will provide efficiencies in the Photogrammetry services available to all modal-divisions.

**Transportation Program & Asset Management** - Purpose: Provide the day-to-day central management, technical expertise and administration of NCDOT multi-modal transportation programs.

- ***Transit Division***

- ***Bicycle and Pedestrian Division*** – The Bicycle and Pedestrian Division is being transferred from the Deputy Secretary for Intergovernmental Affairs and Budget Coordination to the Deputy Secretary for Transit. This move aligns all non-highway modal divisions under a common management structure.
- ***Rail Division*** – The Rail Utility Relocation Unit is being transferred from the Project Services Unit to the Rail Division. This improves efficiency by aligning rail utility relocation functions within the Rail Division.

- ***Division of Highways***

- ***Transportation Mobility & Safety Division*** – This unit will be responsible for providing mobility programming, planning, design and operations functions for the Department. The following units are being transferred to the State Highway Administrator and consolidated to form this Division:
  - - The Traffic Engineering and Safety Systems Branch is being transferred from the Director of Preconstruction;
    - Intelligent Transportation Systems Operations is being transferred from the Asset Management Division;
    - Work Zone Traffic Control is being transferred from the Director of Preconstruction; and
    - Oversize/Overweight Permits Unit is being transferred from the Asset Management Division.
- ***Asset Management Division***– The Division of Highways Asset Management office is being transferred from the Chief Engineer of Operations to the State Highway Administrator. This restructuring will delay the organization providing for more efficient operations and technical support to the 14 transportation divisions. The Asset Management Office is responsible for the following business units:
  - ***State Road Maintenance Unit*** – including the Road Inventory and Mapping units being transferred from Information Technology.
  - ***Bridge Management Unit***
  - ***Pavement Management Unit***
  - ***Equipment Unit***
  - ***Secondary Roads Unit***

**Transportation Program Delivery** - Purpose: Manage the decentralized delivery of NCDOT projects, programs, services and initiatives.

- ***Chief Engineer of Operations*** – The Chief Engineer of Operations will report to the State Highway Administrator and oversee the 14 field divisions and the field support functions noted below.
  - ***Division Engineers*** – The 14 Division Engineers will report directly to the Chief Engineer of Operations. The 14 highway divisions will transition from highway divisions to multi-modal transportation divisions. The Division Engineer will be responsible for delivering all multi-modal transportation projects in their respective areas of the state.

- ***Director of Field Support*** – The role of the Director of Field Operations is transitioning to the Director of Field Support. The focus of this office is to manage functions noted below with an emphasis on program and project delivery. The Director of Field Support will be responsible for the following business units:
  - Construction Unit
  - Materials and Test Unit
  - Roadside Environmental is being transferred from the Asset Management Division to the Director of Field Support
  - Utilities is being transferred from Project Services Unit to the Director of Field Support
  - Right of Way is being transferred from Preconstruction to the Director of Field Support

